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Decision Enhancement for Sourcing & Sharing in the Dutch Government

Arjan J. Knol

November 11th, 2013

1. Many failures of sourcing and sharing initiatives can be traced back to a disregard of stakeholder considerations¹.
2. Maintaining autonomy is one of the most important aspects in the development of sourcing and sharing arrangements: “we like to work together alone” (former director DUO, 2010).
3. Current technologies provide ample opportunities to visualise data, yet providing images just for the sake of it does not improve visual thinking.
4. More engaged research is necessary that starts with analysis of the issues at stake to bridge the so-called practice-theory gap².
5. Failed outcomes of scientific research should be made available in a publication outlet serving worst practices to learn from.
6. The saying “everything is subjective” is wrong. There are objective principles of cause and effect that are (inter)subjectively interpreted by people³.
7. We can truly speak of a new world order once India outsources to the West.

¹ Wagenaar, R.W. (2006). Governance of Shared Service Centers in Public Administration: Dilemma's and Tradeoffs. *Proceedings of the Eighth International Conference on Electronic Commerce*, 354-363.

² Holmström, J., Ketokivi, M. & Hameri, A.P. (2009). Bridging Practice and Theory: a Design Science Approach. *Decision Sciences*, 40(1), 65-87.

³ Goldman, A.I. (1967). A Causal Theory of Knowing. *The Journal of Philosophy*, 64(12), 357-372.